

WELCOME TO PROCUREMENT 101

USE THIS SITE TO OBTAIN THE FOLLOWING INFORMATION:

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CLASS SYLLABUS

WHO SHOULD ATTEND THIS CLASS

This class is designed as a <u>basic procurement course</u> that will provide the new purchasing staff member with a working knowledge of the state's Procurement Laws & Regulations. Various practical procurement methods for agency/institution staff and dollar limits, as well as the Uniform Commercial Code and various anti-trust acts will be outlined. The student will receive a Procurement 101 Manual (that may be used as a desk reference tool) and contact resources future assistance. Included in the manual are a glossary of procurement terms.

TOPICS OF INSTRUCTION

The Procurement Training course will consist of the following:

- Procurement Law & Regulations:
 - Chapter One introduces the reader to the Arkansas Procurement Law as well as the regulations governing state government procurement processes, including applicable Federal Acts. Upon completion of this chapter, the reader should be able to locate and reference procurement laws and regulations as they pertain to the procurement process."
- State Procurement Organization:
 - "This chapter gives an overview of the procurement organizations, and the authority each position is given under state law. The procurement chain of command is covered, and gives an insight into the authority at each level of procurement."
- Ethics:
 - "Chapter Three squarely introduces the reader to ethical issues (and penalties) commonly associated with the procurement processes. Upon completion of this chapter, the reader should develop an intense desire to maintain one's professional integrity through avoidance of conflicts of

interest, the appearance of impropriety, acceptance of gifts or gratuities, as well as the purpose of the Governor's EO 98-04 disclosure requirements."

Bid Processes:

"This chapter gives an overview of how to plan, design and submit bids, through good specifications and what to do when the specifications have to be changed. The process of gathering information, to be contained in a bid request and the dos and don'ts of specifications so as to be able to gain the greatest number of qualified bidders."

Source Selection:

"This chapter covers the different types of bids (source selecting) and depending on the dollar amount, which bid to use. This chapter covers the different kinds of contracts."

Specifications:

"This chapter covers the different ways of producing good specifications, to make sure you get what you want when you want it. The process of achieving the needs of the end user are covered, and the different specifications that should be included in a bid to produce these results."

Contract Conformance:

"This chapter is more detailed regarding issues with the vendor. It covers how to document, a VPR (Vendor Performance Report), suspension or debarment and dealing with issues of late deliveries and quality issues."



NOTE: New Class dates will be posted here.



Class registration requires the following information per individual:

- FIRST and LAST NAME
- AGENCY NAME
- JOB TITLE
- PHONE NUMBER (w/area code)
- EMAIL ADDRESS
- CLASS DATE

The registration form has space allotted for multiple registrations.

The Procurement Training contact is Sherry Lewis. She can be reached at sherry.lewis@dfa.state.ar.us or (501) 324-9319. A class confirmation will be sent to each student. Reminders will be sent the Friday before the date of class.

Classes will be limited to a minimum of 15 and a maximum of 25 students.

Cost per student will be \$25, which covers the cost of materials.

Upon completion of the course, each student will receive a certificate signed by the Director of State Procurement."



I. A list of payables is generated using the attendance roster from Procurement 101 Training.

- II. Invoices are created for each attendee and mailed.
- III. Copies of all invoices are retained at OSP offices for tracking purposes.
- IV. Upon receipt of payment, receivables are matched with invoices and processed as paid.



"Updates to the <u>Procurement 101 Manual</u> will be posted at this location. This will enable students to get the most recent procurement information in a timely manner.

The update information will be referenced by a date of posting, and will include chapter, title, and page number. All updated material will have a distinct font color to make the change(s) noticeable."

UPDATES BEGIN ON NEXT PAGE

PROCUREMENT 101 UPDATE MARCH 11, 2003

PROCUREMENT 101 CHAPTER REVIEW QUESTIONS AND ANSWERS

CHAPTER 1

1. What constitutes an Amendment 54 item? Answer is located on Page 1-4.

"Printing," means the process of transferring images, by the use of standard industrial type printer ink, upon documents such as letterhead, envelopes, pamphlets, booklets, and forms;

"Stationery" means imprinted letterhead and envelops used by the General Assembly and other departments of state government to identify an individual department, agency, board, commission, etc; and

"Supplies," means paper and inks used to produce stationery.

2. What procurement methods are to be used when obtaining Amendment 54 items?

Answer is located on Page 1-5.

All items (**regardless of cost**) listed, as Amendment 54 items, must be procured using either the "competitive bidding" or "sealed bidding" methods.

3. <u>How does the State Procurement Director issue special authority to capable agencies?</u>

Answer is located on Page 1-7.

A delegation order allows the Director of the Office of State Procurement to delegate authority to capable agencies.

4. Which act prohibits restraint of trade via use of monopoly? Answer is located on Page 1-8.

The Sherman Antitrust Act prohibits a restraint of trade by the use of a conspiracy to monopolize, and any attempts to monopolize, a particular area of the market.

5. Which act, and amendment, prohibits price discrimination, exclusive deals as well as refusals to deal?

Answer is located on Page 1-8.

The Clayton Antitrust Act of 1914 prohibits price discrimination and precludes tying arrangements, certain mergers between competing companies, and exclusive deals as well as refusals to deal. The act was amended in 1936 with the Robinson-Patman Price Discrimination Act.

6. The Federal Trade Commission uses what type of action against companies that use unfair competition practices? Who enforces these actions?

Answer is located on Page 1-8.

The Federal Trade Commission (FTC) issues cease and desist orders, against companies that use unfair competition practices. These orders are enforced by the Federal Court system.

7. What do the codes EM, SS, SO, ST, CB and BU reference?

Answer is located on Page 1-9,10.

EM	Emergency
SS	Sole Source
SO	Small Order
СВ	Competitive Bid
ST	State Term
BU	Bid Unsuccessful

8. How does the Federal definition of a minority vendor differ from the definition by the State of Arkansas?

Answer is located on Page 1-10.

Federal – Women-owned business State of Arkansas – Does not include women-owned business

Chapter 2

1. Who has the authority to ensure compliance with the Procurement Law by reviewing and monitoring procurements by procuring officials of the State of Arkansas, and oversees the sell, trade or disposal of surplus commodities belonging to the State?

Answer is located on Page 2-2, 3.

State Procurement Director.

- 2. <u>The authority to have a procurement official is mandated by obtaining approval from:</u>
 - a) Director of State Procurement
 - b) Arkansas Legislature
 - c) Secretary of State

d) Arkansas Supreme Court?

Answer is located on Page 2-4.

Answer b) Arkansas Legislature

3. <u>Discuss the difference in authority between the procurement official and a procurement agent.</u>

Answer is located on Page 2-4, 5.

Agency Procurement Officials, in Arkansas, have been granted virtually the same authority to purchase as that of the Director of State Procurement. The agency Procurement Agent is permitted to handle procurements up to \$25,000

4. Why are the agencies that are exempt from the State Procurement Law still required to quote Amendment 54 items?

Answer is located on Page 2-6.

In addition, §19-11-203 (14) is the list of agencies exempt for the Purchasing Law <u>with the exception</u> for the buying of Amendment 54 items. Amendment 54 is a constitutional requirement, which differs from a statutory requirement.

Governor Treasurer Commission of Lands

Lt. Governor Attorney General

Secretary of State Auditor

5. <u>What types of information are available on the Office of State</u> Procurement's web site?

Answer is located on Page 2-7.

The Office of State Procurement web site (www.accessarkansas.org/dfa/purchasing) includes the names of the buyers at OSP, the commodities that are currently assigned each buyer and the buyer's e-mail address, as well as bids currently on the street, upcoming Training Team class schedules, forms, policy statements, etc...

CHAPTER 3

1. Why is it important for the procurement agent to avoid any appearance of impropriety?

Answer is located on Page 3-2.

The problems associated with the acceptance of such gratuities and gifts may range from a <u>loss of public trust</u> to the <u>perception</u> that the procurement agent has a <u>lack of moral values</u>. As stewards of the State, it only takes a minute for the appearance of impropriety to damage the integrity of the procurement professional.

2. <u>How can the procurement agent avoid a possible conflict of interest?</u> Answer is located on Page 3-2.

If the procurement agent thinks there might be a possible conflict of interest, it is always better to <u>remove oneself from the decision making process</u>, and allow another agent to handle the procurement.

3. What are some of the penalties possible under the ethics section of the Procurement Law?

Answer is located on Page 3-2, 3, 7.

The penalties may include a <u>felony conviction</u>, a fine of <u>up to \$10,000</u> and/or <u>time served in prison</u>, including a minimum of one year to a <u>maximum of five years</u> and/<u>or all</u> of these items.

4. Who is responsible for obtaining a disclosure form from the vendor? Answer is located on Page 3-3.

The responsibility to obtain the disclosure form is that of the Office of State Procurement if the contract is issued and administered by the Office of State Procurement. However, if the contract is an agency specific contract, the agency procurement agent is assigned the responsibility to obtain the disclosure forms from the awarded vendor(s) and to submit the disclosure forms with the paperwork when requesting an extension.

5. Why is it necessary to obtain current disclosure forms from the vendor, instead of allowing photocopies?

Answer is located on Page 3-3.

A vendor's staff may change at any time during a contract period. This would invalidate older versions of the disclosure form.

6. The Arkansas Procurement Law has seventeen (17) subchapters, and the NIGP Code of Ethics has ten (10) sections. Why do you think so much attention is directed towards ethics when serving the public?

Answer is located on Page 3-2.

It is important to the procurement agents, and to all of those whom they associate with, to <u>maintain the appearance of complete trust</u>. Once the trust has been broken, vendors and the public will begin to voice concerns regarding possible confidentiality issues, conflicts of interest and the overall integrity of the procurement agent.

7. Why is public employment a public trust? Answer is located on Page 3-7.

Public employees must <u>discharge their duties impartially</u> to assure fair <u>competitive access</u> to governmental procurement by responsible contractors. Moreover, they should conduct themselves in such a manner as to <u>foster public confidence in the integrity of the state procurement organization</u>.

8. What are the restrictions on the former employees doing business in matters connected with their former duties?

Answer is located on Page 3-10.

ONE-YEAR REPRESENTATION RESTRICTION REGARDING MATTERS FOR WHICH A FORMER EMPLOYEE WAS OFFICIALLY RESPONSIBLE. It shall be a breach of ethical standards for any former employee, within one (1) year after cessation of the former employee's official responsibility in connection with any:

- (A) Judicial or other proceeding, application, request for a ruling, or other determination;
- (B) Contract;
- (C) Claim; or
- (D) Charge or controversy knowingly to act as a principal or as an agent for anyone other than the state in matters which were within the former employee's official responsibility, where the state is a party or has a direct or substantial interest.
- 9. <u>Discuss the Freedom of Information Act and how it is applied to the public procurement process?</u>

Answer is located on Page 3-12.

Procurement information shall be public record to the extent provided in the Freedom of Information Act, § 25-19-101 et seq., except as otherwise provided in this subchapter and the Arkansas Procurement Law, § 19-11-201 et seq. It is generally considered "work in process" if the evaluation of the bids are not yet complete.

10. What is permitted by the State of Arkansas to be recovered if a breach of ethical standards is determined? And, from whom?

Answer is located on Page 3-13.

The value of anything transferred or received in breach of the ethical standards by an employee or a non-employee may be recovered from both the employee <u>and the non-employee</u>.

CHAPTER 4

1. Why is it important to anticipate and plan for an agency's needs?

Answer is located on Page 4-3.

As a professional, you will realize that by stressing to the end users and management team the importance of anticipating and planning for agency needs, frustration can become minimal for both the user and you.

2. <u>List some sources that can assist a procurement agent in developing a vendor list. Discuss the importance of developing a good vendor list.</u>

<u>Answer is located on Page 4-4.</u>

Purchasing official will want to <u>ensure that enough vendors</u> are asked to submit bids or proposals to allow a comparison or competition between the responsive bids/proposals.

Registers or directories, industry associations, classified telephone directories, manufacturer's catalogs, sales literature, interviews with salespeople, buyers, trade and product shows, networking with other buyers, or suggested vendors identified through the end users are all sources available when developing a vendor listing.

3. Where can the agency procurement agent view OSP bids?

Answer is located on Page 4-5.

The Office of State Procurement has begun posting all bids on the OSP website, http://www.accessarkansas.org/dfa/purchasing/index.html.

4. Who needs to receive a copy of an addendum?

Answer is located on Page 4-5.

The addendum must be mailed to <u>all vendors</u> on the original mailing list, <u>as well as</u> all vendors who requested it on their own.

5. Why is it suggested that each procurement office establish an accepted procedure for receiving and holding bid documents until the time of the bid opening?

Answer is located on Page 4-6.

A locked box or a file room, inaccessible to vendors, <u>provides a safe</u> and <u>secure location for the bids</u> until time for the bid opening. Each bid envelope must be stamped with a time and date of <u>receipt to insure that the bid was delivered and received in a timely manner</u>.

6. <u>Discuss problems associated with leaving bid documents unattended.</u> Answer is located on Page 4-7.

When vendors are present, never leave bids (opened or sealed) unattended, even if only for a moment.

7. Why is it important to set forth evaluation criteria in the bid document? Answer is located on Page 4-7.

Evaluations <u>must</u> follow the criteria set forth in the bid document.

8. What process should a procurement agent use when someone requests a bid envelope be returned prior to a bid opening?

Answer is located on Page 4-8.

Once the bid has been received and secured by the procurement entity, it is the procurement staff's responsibility to <u>verify</u> that the vendor who is requesting the bid document be returned, is in fact, the vendor or a representative of the vendor with authority to make such a request. Bids should be withdrawn only upon written request from the vendor.

9. **Discuss the protest process.**

Answer is located on Page 4-9.

Any actual or <u>prospective bidder</u> (doesn't have to be one who submits a bid), Offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the State Procurement Director or the head of a procurement agency.

The protest shall be submitted, in written form, within fourteen (14) calendar days after such aggrieved person knows <u>or should have known</u> of the facts giving rise thereto.

The protestor will be afforded the opportunity to an informal setting, to meet with the Director or head of a procurement agency.

If the protest is not resolved by mutual agreement and after a reasonable opportunity was offered for the vendor to be heard, the Director, the head of a procurement agency, or a designee of either officer shall promptly issue a decision. The decision shall be final, conclusive and in written format.

In the event of a timely protest, the state shall not proceed further with the solicitation or with the award of the contract, until the State Procurement Director or the head of a procurement agency makes a written determination.

10. Who initiates a contract extension request, and what steps are to be followed?

Answer is located on Page 4-10, 11.

It is each agency's responsibility to initiate contract extension requests before the contract expiration date.

Extension requests are due in the Office of State Procurement at least 30 days before the expiration date of the contract. Items to include in request for extension:

- 1) A letter of request including, a statement confirming that the contractor has performed in accordance with the provisions of the contract.
- 2) The Grant and Disclosure form signed by the contractor if contract value is over \$25,000.00
- 3) A letter from the contractor agreeing to the extension and holding of pricing, if applicable.

CHAPTER 5

1. There are three (3) contracting parties. Discuss the three parties and the role each plays in the contracting process.

Answer is located on Page 5-2.

There are three parties to state contracts:

- A) Requesting department/section
- B) Contract agent
- C) Contractor

2. <u>Which procurement method is recognized as the preferred method of procurement?</u>

Answer is located on Page 5-6.

The competitive sealed bid process is the recommended procurement method for buying goods and services

3. What is the difference between a responsible bidder and a responsive bidder?

Answer is located on Page 5-5, 6.

In §19-11-204 (7) "Responsible bidder or Offeror" means a person who has the capability in all respects to perform fully the contract requirements, and the integrity and reliability, which will assure good faith performance.

§ 19-11-204 (8) defines "Responsive bidder" to mean a person who has submitted a bid under § 19-11-229, which refers to competitive sealed bidding, which conforms in all material respects to the invitation for bids, including the specifications set forth in the invitation.

4. What is meant by public notice?

Answer is located on Page 5-6.

"Public notice" is defined in § 19-11-203 (22) as the distribution or dissemination of information to interested parties using methods that are reasonably available. Such methods often include publication in newspapers of general circulation, electronic or paper mailing lists, and web sites designed by the State of Arkansas and maintained for that purpose.

5. What procurement process is recommended when the agency determines that there are factors more important than the price? And, who determines that it is appropriate to use this process?

Answer is located on Page 5-7, 8.

An RFP (Request For Proposal) is typically used when the agency determines that there are a number of factors, <u>other than price</u>, that are critical to the agency's needs. The Director of the Office of State Procurement is the determining official. Exception: Professional Service Contracts.

6. <u>Discuss the differences between competitive sealed bidding and competitive bidding, and some of the advantages of both.</u>

Answer is located on Page 5-5, 9.

To encourage maximum competition, the Law established "Competitive sealed bidding" as the process for obtaining goods and services for the State of Arkansas.

The advantage offered by the competitive bid process verses the competitive sealed bidding process is the element of speed. You are not required to issue formal advertisements of your intent to solicit a bid. The state law requires a minimum of three (3) quotes from <u>like</u> suppliers.

7. What type of firms may be contacted when soliciting bids?

Answer is located on Page 5-10.

Only firms that sell the type of commodity or services to be procured shall be contacted.

8. What is the least desirable method of procurement?

Proprietary or Sole Source Procurements are the least desirable.

9. What three documents are required with the processing of an emergency procurement?

Answer is located on Page 5-12.

A copy of the purchase order; A copy of the quotation abstract; A written explanation of the emergency; (Grant and Disclosure form when appropriate).

10. Who can issue advance approval for sole sources?

Answer is located on Page 5-11.

Procurements under this section shall be approved in advance by the head of a state agency having an APO or the State Procurement Director for all other state agencies, or a designee of either **officer** above the level of APO.

11. <u>Discuss split purchasing and the possible consequences to the agency.</u> Answer is located on Page 5-13.

Artificial splitting of procurements to obtain a desired result is unethical. State Audit teams may target split procurements when conducting agency audits. Split procurements may result in withdrawal of the state agency's competitive bid privileges.

12. How is the agency's budget affected by an AASIS purchase order verses an AASIS outline agreement?

Answer is located on Page 5-15.

The outline agreement does not register against the agency's budget, until a purchase order is released against the outline agreement. The entering of a requisition <u>may reserve funds</u> from your agency, but it will not affect your agency budget until it is converted into a purchase order.

13. What are some of the restrictions on the use of multiple award contracts?

Answer is located on Page 5-15,16.

Multiple-award contracts shall be limited to the <u>least</u> number of suppliers necessary to meet the requirements of the using agencies. No multiple award contracts can be awarded unless the invitation for bids or request for proposals included notification of the right to make multiple awards

CHAPTER 6

1. **Discuss a "good" specification and a "bad" specification.**Answer is located on Page 6-2, 3.

A good specification will identify the minimum requirements of the desired product by offering a technical description of requirements as well as the critical characteristics of the product

A good specification provides an opportunity for the competitive bid process to occur, a bad specification will not.

A good specification will allow multiple bidders to submit offers and use commercial standards, developed by the applicable industry, to quickly identify the quality and workmanship of the product, as well as confirm the intended use of the product in established, standard applications. When a commercial standard is used, there is an increased possibility of obtaining highly competitive prices. As a commercial standard product, it is also likely that the product is a standard stock item, and that it can be quickly delivered with a virtually unlimited supply. By using established standards, the bid allows for the ease of testing the products for compliance, which streamlines the process with a quick approve/reject process and fewer loopholes and/or protests. A good specification is clear, precise and legible.

2. What are the issues regarding the use of brand names? Answer is located on Page 6-2.

If a specification references a brand name, every effort should be made to list several brand names and to include a statement that the mention of a brand name does not imply a preference. The inclusion of "... or an approved equal" lets the bidders know that the brand name is a reference point only. When the specification to be provided is a brand name specification, it is highly recommended that an additional listing of particularly critical characteristics be included with the brand name reference.

3. Why are calendar days preferred to the use of working days in bid documents?

Answer is located on Page 6-3.

Working days may be confusing when the contracting parties do not celebrate time off for the same holidays (universities/colleges), or one is shut down for inventory, or possibly a strike. The use of a delivery time frame referenced in calendar days avoids most of the misunderstandings that might take place when developing and monitoring delivery dates.

4. How can a procurement agent go about determining the use of estimated quantities is proper and reasonable?

Answer is located on Page 6-4.

The experienced procurement staff will make cautious use of estimated quantities, only after determining that the quantities are reasonable, and that they are based on past history or some other method of expectations.

5. FOB destination is generally the preferred method of delivery. What is the main difference between FOB destination and FOB shipping point?

Answer is located on Page 6-6.

FOB Shipping Point = Agency Files Claims

CHAPTER 7

1. When is the proper time to use a vendor performance report (VPR)? Answer is located on Page 7-2.

The vendor performance report should be used <u>after direct communication</u> between the agency and the vendor has failed to resolve the problem.

2. Who receives a copy of the vendor performance report? Answer is located on Page 7-2.

The agency forwards the VPR form to the Office of State Procurement, <u>ATTN: (Buyer Name)</u>, and also forwards a copy of this form to the vendor. This serves two purposes, the first advising the vendor that there is an unresolved issue, the second allows the vendor to respond to their version of events leading up to the unresolved issue.

3. Why is it important that your receiving staff be familiar with the Sale of Goods Act?

Answer is located on Page 7-3.

It is important to stress that inspections should be made as soon as possible at, or after, delivery. Notification in a timely manner is generally defined in the UCC as seven to fourteen (7-14) calendar days after receipt of goods, but you should encourage prompt inspections to take place, <u>preferably the same day as the delivery</u>.

The <u>Sale of Goods Act</u> states that if a reasonable period of time has passed since the time of delivery, and no notification has been presented to the vendor of <u>any</u> problems, the agency is automatically deemed to having accepted the goods.

4. What is expediting?

Answer is located on Page 7-3.

Expediting, properly defined, is an attempt by the agency to improve the already agreed upon delivery time issued in the contract award. Expediting is usually a result of a critical need that has developed since the original awarding of the contract.

5. <u>Discuss some of the causes for vendor suspension and debarment.</u> Answer is located on Page 7-4.

Convictions for criminal offenses involving the obtaining, or attempting to obtain, a contract award or a criminal offense involving the performance of a contract are causes for vendor suspension and debarment. Convictions for any state or federal offense indicating a lack of business integrity or honesty are causes for suspension and/or debarment of a vendor.

Serious violations of contract provisions such as the deliberate failure, without good cause, to perform or a recent record of failure to perform or unsatisfactory performance are causes for vendor suspension and debarment. Continuous failure to post bid bonds or performance bonds, substitution without prior written approval from the contracting

authority and failure to replace inferior or defective goods are causes for suspension and/or debarment. Vendors caught falsifying invoices, statements, information on the bidders list application form or makes incorrect statements about payments are causes for vendor suspension and debarment.

6. Why is documentation important? Answer is located on Page 7-5.

Documentation provides a written record of a course of action used, it explains the actions taken and saves the procurement staff invaluable time if asked to re-establish the process at a later date. Documentation also establishes a written record that the laws and regulations of the state of Arkansas are being followed.

Poor documentation is a common complaint from the agency managers and the audit teams.

7. What is the difference between implied and expressed warranties? Answer is located on Page 7-8.

An implied warranty is a warranty that is not required to be in written form but is required by law.

<u>An expressed warranty</u> may be in an oral or written form. With it, the seller asserts that the goods will provide a certain level of performance and meet a quality standard.

BIOGRAPHICAL INFORMATION OFFICE OF STATE PROCUREMENT TRAINING TEAM



Renee Gates (Buyer III)

- 28 years experience in an OSP procurement environment
- CPPB (Certified Professional Public Buyer)
- Certified as a trained Facilitator
- Member (two-time President) of the Ark. Chap. of NIGP*

Reba Sims (Buyer III)

- 11 years experience in an OSP procurement environment
- 8 years experience in a private sector buying environment
- Member of Arkansas Chapter of NIGP*
- Registration contact for OSP Training Team

Steve McDonald (Buyer II)

- 1 year experience in an OSP procurement environment
- 2 years experience in a state agency buying environment
- 15 years experience in a private sector buying environment
- Certified as a Trained Facilitator

Mindy Robinson (Buyer II)

- 6 months experience in an OSP procurement environment
- 2 years experience in a State agency procurement environment
- 8 years experience as a private sector buying environment
- Certified as a trained Facilitator
- Member of the Arkansas Chapter of NIGP*

Tim Smith (Team Leader)

- 10 years experience in an OSP procurement environment
- 3 years experience in a State agency buying environment

- 14 years experience in a private sector buying environment
- CPPB (Certified Professional Public Buyer)
- Certified as a trained Facilitator
- Certified as a trained Practitioner
- Member (Past President) of the Ark. Chapter of NIGP*

*NIGP - National Institute for Governmental Purchasing



Front, Left to Right: Reba Sims, Renee Gates

Back, Left to Right: Steve McDonald, Mindy Robinson, Tim Smith

